Cumberland County



2018 Annual Report

COUNTY OF CUMBERLAND, MAINE

Cumberland County Government 142 Federal Street, Portland, ME 04101 207-871-8380



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SNAPSHOT: CUMBERLAND COUNTY

Geography

Total Area: 1,217 square miles



Sebago Lake covers 45 square miles, and is the second largest lake in Maine.

It is the deepest lake in the state, measuring

310 feet deep at its lowest point.

Demography



Current population: **292,041**

(2016 estimate)

Most populous county in Maine

Roughly **20% of the population** of the state, and less than **5% of the land mass**

Home to **4 of the 10** largest communities in Maine

Population increase since 2010: 10,367

County seat: **Portland**Largest Community: **Portland**Smallest Community: **Frye Island**

Communities

Three Cities:

Portland, South Portland, Westbrook

Twenty five Towns:

Baldwin, Bridgton, Brunswick, Cape Elizabeth, Casco, Chebeague Island, Cumberland, Falmouth, Freeport, Frye Island, Gorham, Gray, Harpswell, Harrison, Long Island, Naples, New Gloucester, North Yarmouth, Pownal, Raymond, Scarborough, Sebago, Standish, North Windham, Yarmouth

History

Cumberland County was incorporated on November 1, 1760. It was formed from a portion of York County and named after William, Duke of Cumberland, son of King George II. (All demographics from 2016 numbers, unless otherwise indicated)

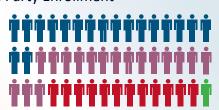
Political Party Enrollment

36.64% Democratic

35.23% Unenrolled

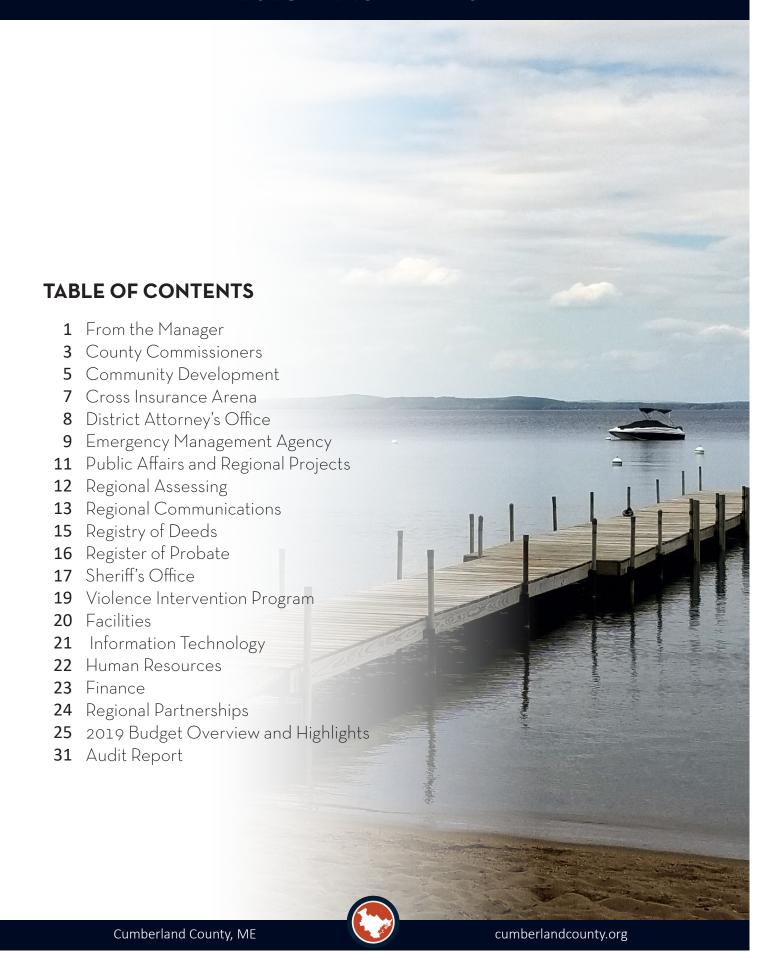
24.08% Republican

4.34% Green Indep.



Other Statistics	County	Maine	U.S.A.
Median Age: Median Household Income: Poverty Rate:	42.2 \$65,913 10.6%	44.5 \$53,079 12.5%	37.9 \$57,617 14%
Median Property Value:	\$270,500	\$184,700	\$205,000
* Unemployment:	2.9%	3.4%	3.8%
U.S. Citizen rate:	97.3%	98.3%	93%
* = March 2019			





From the Manager

Dear Citizens of Cumberland County:



James H. Gailey
County Manager

I consider 2018 to be a pivot year for the Executive Department, as it was my first full year as County Manager. As in any leadership change, I came into the position knowing the desired goals of the Commissioners and also had my own goals for the organization. Objectives included developing a financially responsible budget, creating a stable and welcoming workforce environment, addressing space needs issues, integrating the Cross Insurance Arena as a department of county government and expanding partnerships with the communities that make up Cumberland County.

The County has a unique process around budgeting, in the sense that the Jail and Cross Insurance Arena budgets run July to June while the County's General Fund budget runs January to December. Staff are working regularly on one budget or the other between April and December. The annual fight over state funding for jails in Augusta stretched on longer than usual, finally ending in July.

The result was two separate bills that, combined, provided just over \$18 million to the counties statewide for jail funds. Former Governor LePage vetoed both bills, but the legislature overrode the vetoes. This was significant, as the County secured \$3.1 million in State funding to stabilize the jail budget, alongside a four percent increase from property taxes - or \$504,499.

The Cross Insurance Arena (CIA) saw positive signs as a result of an arena football team (Maine Mammoths) and an ICHL hockey team (Maine Mariners) calling the CIA home for the 2018/2019 year. Between the two teams, an additional 44 game dates were booked. Slightly offsetting the new revenue was the need to increase staff slightly due to the skeleton crew the CIA was running without an anchor team. The CIA budget increased by \$216,232, or 0.71%. The Mammoths began creating their fan base and finished out the season on a winning note. The Mariners came to town in October and have begun the process of rebuilding the hockey fan base in the region. We are hoping for continued success. The County's General Fund budget for the upcoming year grew by 2.64% or \$807,938, largely based on the need to begin funding negotiated changes to jail and patrol union contracts, an increase in staffing at the Sheriff's Office and operational increases in both the Communications and Facilities Departments. The overall change in needs from taxes of all three cost centers was 4.99%.

Two worthwhile notes of interest emerged from the budgeting process this year. The first was the Finance Committee, made up of town elected officials, strongly recommended the County begin the process to change the general fund budget year from January to December to a July to June fiscal year, to match the CIA and Jail budgets. This will allow for greater cash flow and the elimination of the dreaded annual Tax-Anticipation Note (TAN), which will save approximately \$200K annually.



Another area of interest was the County's partnership with Thrive2027. The County provides around \$100K per year to social service agencies around the county. But we have not had a solid way to track and make recipients accountable for the expenditure of funds. Thrive2027, an arm of the United Way, has gone through an extensive process of determining needs countywide and how funds should be distributed through established goals reflecting the region's needs. This will bring greater scrutiny and accountability for the distribution of taxpayer funds.

The County has grappled with the issue of space for a number of years. Different proposals have initiated conversation several times over the years, but none have ever come to full fruition. In 2018, County staff teamed up with Oak Point Associates to work on a feasibility study exploring the possible construction of a building on either the Courthouse or the Law Enforcement Center/Jail complexes. The feasibility study looked at providing space for the Registry of Deeds, and the Assessing, IT, Executive, Human Resources, Facilities and Finance Departments all under one roof. Due to construction costs and overall complexity of development at the Courthouse, the Law Enforcement Center/Jail complex was the preferred choice. County Commissioners and staff were moving forward on the next steps for further exploration until the County received news the City of Portland had proposed an adjacent site as a possible location of the new homeless shelter and public safety complex. We're holding off in order to assess how the City's potential plans may intersect with ours, and whether their actions could create new opportunities or challenges. But the County will continue moving forward on a permanent space solution in the coming year.

County staff are routinely working with the towns and cities in the region to determine whether the County can aid in supporting or adding capacity to a community's service delivery. Cumberland County provides excellent Regional Communications and Regional Assessing services to communities within our borders. During 2018, the towns of Baldwin and Gorham joined the Regional Assessing Program, while the towns of North Yarmouth, Standish and Sebago joined the Regional Communications Program for the handling of their Fire/EMS dispatching. Staff continues to listen to towns' needs and respond accordingly when it comes to increasing service capacity. Staff is currently exploring the feasibility of offering high-level human resources services as well as the potential of creating a public health office. We are always evolving and taking the direction of the communities for what they want in county government.

Cumberland County has brought on a strong, flexible and motivated team of individuals who are very well-versed in their fields. The Commissioners are constantly challenging staff to bring in fresh ideas, head in new directions and explore areas or ideas that bring value to the County. We are encouraged by our progress over the last year and look forward to 2019 to further strategize and develop the County's service delivery.

Sincerely,

James H. Gailev

County Manager



COUNTY COMMISSIONERS

The Commissioners are the chief elected officials of the County. They review and approve the County budget. This process allows the Commissioners to assess County operations for both efficiency and effectiveness.

The Commissioners also serve on numerous boards and committees, in service of furthering regional cooperation.

Commissioner Jamieson served as Chair of the Board in 2018. Commissioner Cloutier is serving as Chair in 2019.

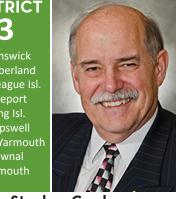
DISTRICT 1 **Baldwin** Bridgton Gorham Scarborough Sebago Standish

Neil D. Jamieson, Jr.

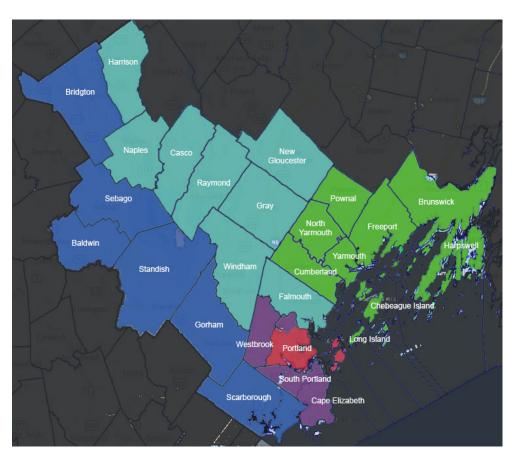
DISTRICT Casco **Falmouth** Frye Island **Naples New Gloucester** Windham

Susan Witonis





Stephen Gorden







Thomas S. Coward





James F. Cloutier







COMMUNITY DEVELOPMENT



Kristin StylesProgram Director

Beginning in 2007 Cumberland County became a direct recipient of Community Development Block Grant (CDBG) funds, the first county in New England to participate directly in the program. Currently 25 cities and towns in Cumberland County participate. The City of South Portland and the Town of Bridgton receive a set-aside of program funds and maintain independence for their own community development program activities, while the remaining 23 cities and towns compete for grants for local projects and collaborate on region-wide activities.

Cumberland County awarded \$1,648,578 to CDBG activities in 2018. This included \$1,555,237 from 2018 U.S. Department of Housing & Urban Development (HUD) funds and \$93,341 in prior year program funds. Bridgton and South Portland each received a set-aside of this allocation, with the remaining 23 member communities applying for funds through a competitive application process.

Grants were awarded in July 2018 for the following activities:

Cumberland County CDBG, \$1,016,288

County-wide, Alpha One Critical Access Ramp Program-\$80,000

Gorham, Port Resources Repairs to Group Homes- \$71,480 Scarborough, Carpenter Court Paving- \$18,000 County Broadband Installation- \$141,308 Windham, Depot Street Sewer & Sidewalk- \$250,000 Cumberland, Food Pantry Refrigerator & Freezer- \$20,000 Long Island, Recreation Courts- \$7,400 Standish, Playground Construction- \$53,600 Westbrook, Cornelia Warren Park- \$50,000 Westbrook, Walker Memorial Library Windows- \$55,500 Harpswell, Smoke & CO Detectors- \$2,000 Standish, Parks and Rec Van for Seniors- \$18,000 County-wide, Homeless Prevention Services- \$75,000

Bridgton – Set-aside CDBG, \$196,288

Lower Main Street Construction - \$68,888 Harmon Field Improvements- \$45,000 Skating Rink Improvements- \$35,000 Public Services Projects- \$17,340 Planning and Administration- \$30,000

South Portland – Set-aside CDBG, \$436,062

Westbrook Street Improvements- \$249,699 American Legion Roof Repairs- \$24,174 Healthy Landscapes Demo Gardens- \$15,000 Long Creek Trail Completion- \$15,000 Housing Rehab/Energy Efficiency- \$10,000 Port Resources Group Home- \$11,970 Public Services Projects- \$60,219 Planning and Administration- \$50,000

Cumberland County HOME Funds - \$446,046

Housing Rehabilitation Program- County Wide- \$100,000 Robert L. Harnois Apartments, Westbrook- \$100,000 West End Apartments, South Portland- \$246,046



County-wide, Broadband Planning Grant- \$25,000 County-wide, Cultural Broker Assessment- \$9,000 County Planning and Administration- \$140,000

COMMUNITY DEVELOPMENT

Highlights of projects completed during the year using CDBG and HOME funds:

Larrabee Woods and Riverview Terrace -

HOME funds were used to renovate 58 units of senior rental housing at Riverview Terrace and 25 units of senior rental housing at Larrabee Woods. Both projects included energy efficiency upgrades to the building as well as functionality upgrades with the living spaces and common areas.

Larrabee Commons -

HOME funds were utilized in the creation of 38 units of new affordable senior housing.

Long Island Wharf Improvements -

This project included repairs and an extension to the south side floating dock at the Long Island Wharf. The project also included a new ADA accessible access ramp and extension of a wave suppression system which greatly improves the safety for the crew and patients getting on and off the Town Rescue Boat. This south side floating dock is used by island residents, visitors, public transit providers, contractors, utility providers, lobstermen, and transient boaters.

Harpswell Fire Station Renovation -

This project converted the second floor of the Orr and Bailey Island Fire Station into a space that would be utilized by fire and rescue responders on a 24/7 basis. The improvements included a bathroom with a shower, toilet and sink; two bunk rooms with two beds per room; and living space that is comprised of a kitchenette, a dayroom, and an exercise/training room.

Standish Steep Falls Library Ramp -

The Standish Steep Falls Library is listed on the National Register of Historic Sites. The library is located in the Village of Steep Falls and serves residents of all ages. CDBG funds were used to build an ADA accessible ramp on the front of the building. This ramp was designed to match the historic look and materials of the existing building while still providing much needed access for seniors, children in strollers, and anyone with a physical disability.

Harpswell Senior Home Repair Program -

A total of 29 homes, occupied by low and moderate income seniors, received life and safety repairs that allow these seniors to remain safely and comfortably in their homes.

Scarborough Operation Hope -

A total of 17 individuals received treatment for substance use disorders through Scarborough Police Department's Operation Hope Program. Many of these individuals have no health insurance or other financial means of paying for substance use treatments.

County Wide Homeless Prevention Program -

Through Opportunity Alliance, a total of 100 clients received case management, referrals to other resources, and financial assistance that prevented the clients from becoming homeless.

MUNICIPAL OVERSIGHT COMMITTEE

The Municipal Oversight Committee (MOC), an assembly of the program's 25 participating communities, continues to provide policy guidance and oversight for the Community Development Program. Tom Gruber of the Town of Cumberland serves as the current Chair of the MOC.



CROSS INSURANCE ARENA



Melanie Henkes General Manager

The Cross Insurance Arena is owned by Cumberland County and professionally managed by Spectra. The facility is a 6,200 seat arena that opened in 1977 and was renovated in 2012. The Arena hosts the ECHL's Maine Mariners, minor league affiliate to the New York Rangers.

In addition to sporting events, the Cross Insurance Arena hosts world-class entertainers, family shows, the MPA Class AA State Championships and others. The Arena also plays host to several area high school and college graduations.

The Cross Insurance Arena had an exciting FY18 that presented us with challenges that were met with great successes. These successes included record breaking shows: the building's highest grossing show, Elton John and highest grossing Disney on Ice show, Frozen. In addition to those, we also sold out Kevin Hart and UMaine vs Boston University Hockey.

Among our ticketing success we also secured for the first time in building history two full time tenants within six months of each other. At the beginning of the fiscal year we held a



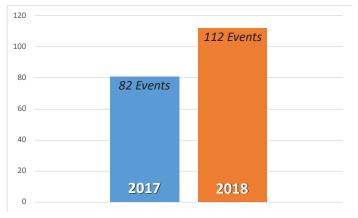
press conference welcoming back Maine Mariners to the Cross Insurance Arena, who are part of the ECHL and began play October 2018.

In December, we announced our second tenant, the Maine Mammoths, part of the National Arena League, who would begin play April, 2018. The year was also capped with Spectra, at the Cross Insurance Arena, being recognized



as the Visit Portland's Member of the Year for Landmark Revitalization! We are excited for what FY19 has to bring and most notably, the welcoming back of hockey to the arena. On behalf of Spectra, we look forward to strengthening our partnership with Cumberland County to continue to make the Cross Insurance Arena a staple for entertainment in the community. It will continue to be our goal to increase event days and revenue while providing a great and safe experience for the guests. We always appreciate support from Cumberland County and look forward to an exceptional FY19.

Growth in Number of Events



Total Attendance Growth





DISTRICT ATTORNEY



Stephanie AndersonDistrict Attorney

The Office of the District Attorney is committed to providing prompt, effective and compassionate prosecution of all cases charged in a manner that protects the constitutional and legal rights of the accused, advocating for the interests of the victim, respecting law enforcement agencies, promoting public safety and being responsible stewards of public resources.

At the end of 2018, District Attorney Stephanie Anderson retired after 28 years in the position. Newly-elected District Attorney Jonathan Sahrbeck began his term in January 2019.

In 2018 we received and reviewed 10,192 cases from Law Enforcement Agencies:

ANIMAL WELFARE	1
BRUNSWICK POLICE DEPARTMENT	954
BRIDGTON POLICE DEPARTMENT	158
CAPE ELIZABETH POLICE DEPARTMENT	87
COURT SECURITY	9
CUMBERLAND COUNTY SHERIFF'S DEPT.	927
CUMBERLAND POLICE DEPARTMENT	148
DEPARTMENT OF MOTOR VEHICLE	13
DISTRICT ATTORNEY'S OFFICE	1
FALMOUTH POLICE DEPARTMENT	199
FEDERAL DRUG ENFORCEMENT	3
FREEPORT POLICE DEPARTMENT	222
FORESTRY SERVICE	16
GORHAM POLICE DEPARTMENT	461
INLAND FISHERIES AND WILDLIFE	98
LONG CREEK YOUTH DEVELOPEMENT CENTER	82
MAINE DEPARTMENT OF CORRECTIONS	12
MAINE DRUG ENFORCEMENT AGENCY	134
MARINE PATROL	33
MAINE STATE POLICE	532
OUTSIDE CUMBERLAND COUNTY	17
PORTLAND POLICE DEPARTMENT	2643
RAILROAD POLICE	4
SCARBOROUGH POLICE DEPARTMENT	762
STATE FIRE MARSHALL	7
SOUTH PORTLAND POLICE DEPARTMENT	906
UNASSIGNED DEPARTMENT	
UNIVERSITY OF SOUTHERN MAINE POLICE	20
WINDHAM POLICE DEPARTMENT	443
WESTBROOK POLICE DEPARTMENT	1144
YARMOUTH POLICE DEPARTMENT	136

We processed 53 fugitives from Justice Defendants and have begun proceedings on 195 new adult probation revocations and have handled 815 adult probation revocation initial appearance events.

The majority of our caseload (\pm 87%) are processed through our adult criminal prosecution teams while our Juvenile division processed approximately five percent of our cases and Domestic Violence processed approximately eight percent of our cases.

Of the cases received, 70 percent have reached some resolution, including but not limited to cases where prosecution was declined; cases which were dismissed; cases which resulted in a plea as well as cases where deferred disposition agreements were reached.

We supervised approximately 574 new clients in our diversion program. Of these diversion participants, 163 were ordered to do community services totaling 5573 hours. We collected \$ 196,923 in supervision fees from the participants in the diversion program.

We collected approximately \$850,897 in restitution for victims of criminal cases.



EMERGENCY MANAGEMENT



Joseph Chappell
EMA Director

Our mission is to provide Cumberland County residents, local municipal governments, businesses and industries, and non-profit organizations the education and support necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from all types of disasters through a comprehensive, risk-based, all-hazard emergency management program.

Our vision is dedicated to building a safer future through effective partnerships of local government, emergency services, private sector, and volunteer agencies to save lives, protect property and reduce the effects of disasters through preparedness, prevention, planning, response, and recovery activities.

CCEMA activities during 2018 included:

EMERGENCIES AND ACTIVATIONS

Our partners in the fire service, law enforcement, and emergency medical services handle the majority of emergencies every day. Although CCEMA maintains 24/7 situational awareness through the support of the Public Safety Answering Points and our municipal emergency management directors, we supported approximately 20 storms, emergencies, and disasters in 2018 with varying levels of activation. Some of the notable operations include:

- August heat wave
- October North Yarmouth missing person search
- December 10 Torpedo pulled ashore in Harpswell
- December 13 National email scam/bomb threats

RECOVERY

The recovery process for the October 2017 Wind Storm, FEMA-4354-DR-ME, continued throughout the entirety of 2018. CCEMA supported municipalities by serving as a conduit between our municipalities and the state and federal program managers overseeing the reimbursement process. These funds in the disaster recovery program compensate for emergency personnel, equipment usage, and public damages incurred as a result of the storm.

• Federal Share (75% of cost): As of 2/4/18, \$889,386.20 of federal funds have been distributed to municipalities in Cumberland County, with an additional \$235,960.76 expected to be distributed in the near future. Additional Direct Administrative Costs (DAC) to subsidize the administrative burden of the reimbursement process on sub-recipients is one of the final costs repaid by the federal government.

- State Share (15% of cost): The State of Maine will budget an allocated \$224,069.51 to Cumberland County's sub-recipients during the next budget cycle to fulfill the cost-sharing agreement.
- Local Share (10% of cost): Sub-recipients will budget and contribute \$150,046.06 collectively to fulfill the cost sharing agreement.

MITIGATION

- Conducted local Hazard Vulnerability Analyses (HVA's)
- Completed annual Hazard Mitigation Plan updates
- Ongoing coordination of Hazard Mitigation grant funding for mitigation projects

PREPAREDNESS

Planning -

- Continued reviews of Emergency Operations Plans for municipalities, school districts, institutions of higher education, healthcare facilities, and businesses in Cumberland County at their requests.
- Continued or began writing several regional emergency plans such as: Base Emergency Operations Plan, Mass Recovery Plan, and Critical Transportation Network Plan.

Training and Exercise -

CCEMA maintains a regional Training and Exercise Program that address hazards and threats pre-identified through vulnerability or gap assessments, practice and validate specific plans, focus on integration and interoperability, and are implemented using a building block approach. The office directly provided or supported more than 60 trainings and exercises in 2018.



EMERGENCY MANAGEMENT

Training Highlights -

- Casco Bay Emergency Response Group: this regional coalition conducted hands-on training for coastal fire department boat operators on search and rescue patterns, and a second course for fire department officers on incident command and interface with maritime rescue assets.
- Until Help Arrives: More than 100 citizens in Cumberland County were trained on how to stay safe, call 911, and provide care to victims of trauma or life-threatening bleeding injuries through a program called "Until Help Arrives."
- Presentation on emergency preparedness to members of the Maine Association for the Deaf.
- Emergency Exercise Design: This course empowered 18 regional partners responsible for conducting emergency readiness exercises in their jurisdiction, territory, or business using a standardized process, the Homeland Security Exercise Evaluation Program (HSEEP).
- Incident Command System Training for public officials in New Gloucester and Bridgton.

Exercise Highlights -

• Conducted a functional sheltering exercise at the Westbrook High School, involving more than 50 participants from our County volunteer teams in conjunction with the American Red Cross.

OUTREACH

• CCEMA staff attended more than 30 public outreach events across the County to educate citizens about emergency preparedness, provide planning and informational resources, and encourage volunteerism in the County's volunteer teams. These public outreach events included public safety open houses, senior wellness events, activity fairs at libraries, neighborhood events and more.

- Our office hosted two local PrepTalks, an emergency management spin-off on Ted Talks. These PrepTalks provided attendees with a short video training them on applying emergency management theories, which participants then discussed and developed a roadmap to implement into local practice. The International Association of Emergency Managers recognized CCEMA for implementing PrepTalks on a local level in their newsletter.
- Our presence on social media expanded in 2018 because of timely preparedness tips, kit item giveaways, and design of custom graphics in-house. Our Facebook and Twitter pages reached 7500 more followers in 2018, and we recorded a 20% increase in two-way engagement.

LEPC

- LEPC Hazardous Material Emergency Plan was revised/ updated August 31, 2018, and received review and approval from MEMA in January 2019.
- Approved funding of local fire departments and hazmat team training in FY 2019 of \$25,000 and FY 2018 \$41,000.
- Designed LEPC Flyer and Chemical Facility Flyer to provide as a handout to citizens and businesses an overview of EPCRA and chemical reporting requirements.
- LEPC meetings are held quarterly at a host chemical facility. Meetings are open to the public.
- Participated in annual chemical facility exercises, along with local fire departments and regional hazmat teams.

2018 Department of Homeland Security Grants:

• \$170,079.82 in State Homeland Security Grant Program (HSGP) funds were awarded to 23 sub-recipients in Cumberland County to provide equipment, enhance interoperable communications, support County volunteer teams, and fund regional training and exercise opportunities.



CodeRED is an emergency notification service that allows officials to notify residents and businesses by telephone, cell phone, text message, email and social media regarding time-sensitive general and emergency notifications. Only authorized officials have access to the system. Any message regarding

the safety, property or welfare of the community will be disseminated using CodeRED. These may include AMBER alerts, notifications of hazardous traffic or road conditions, boil water advisories or evacuation notices.

To sign up, visit: cumberlandcounty.org/codered

The CodeRED Mobile Alert app can be downloaded for free on Google Play and iTunes. It provides advanced, real-time, hyperlocal alerts to subscribers within the reach of a given location generated by public safety officials across the United States and Canada.



PUBLIC AFFAIRS AND REGIONAL PROJECTS



Travis KennedyDirector of Public Affairs

The Public Affairs Office manages the external functions of Cumberland County, including lobbying for the County's position in state and federal policymaking; working with towns and area partners to address regional issues; grant management; and carrying out strategic initiatives, major projects and research for the Commissioners and Executive team.

LEGISLATIVE UPDATE

During a historically long legislative session that included a state shutdown, a handful of lawsuits and a months-long standoff over a typo, Cumberland County managed to have a good year in Augusta. The secret to our success was strong coalitions and a unified message.

We collaborated with the towns to defeat a bill that would have put needless restrictions on TIFs, and we worked together in a fully-unified effort with Counties and Sheriffs statewide to appeal for funding that adequately supports county jails. The county jail system collectively secured a total of \$18.2 million in funding from the state to support jails statewide - the most that we have ever received. The majority of those funds comes through a standard formula based on average daily inmate population; Cumberland County gets about 20 percent of that. The last three million was distributed directly to counties that represented immediate or rolling shortfalls, for which we also qualified.

Across other County Offices, we saw successful bids to change, enact or defeat legislation that impacts us directly. Sheriff Joyce led efforts to secure a new law that enacts the definition of "Civil Deputy." District Attorney Stephanie Anderson was a leading voice among a network of justice advocates who worked to revise a "victim's rights" bill, and allow for something positive to pass while eliminating unintended consequences. Register of Probate Nadeen Daniels had success as part of a statewide coalition in slowing down legislation that would have had complex impacts on Probate law. And Faye Luppi worked successfully with her network on bills to support and protect victims of domestic violence, sexual assault and stalking.

BROADBAND

Based on feedback from our communities, the Cumberland County Commissioners have made access to broadband a priority goal. With limited resources, our capability to support this goal lies in planning, education, advocacy, and very strategic funding. In 2018 the County earned a grant through the CDBG Progam to launch a research project that will help our communities identify where the need exists for better access to broadband, and how to achieve it. We also earned funds to support building a stretch of dark fiber in the center of the County when the region is ready to move forward.

BROWNTAIL MOTHS

Towns along the coast know all too well the health and agricultural nuisance that these moths pose to Maine. Hairs from the caterpillars are toxic for humans, causing a poison ivy-like rash and respiratory distress for as long as several weeks. Solutions are frustratingly elusive, and any one town's efforts are only going to be effective as far as the town line. A strong gust of wind can just sweep the problem right back in from the town next door.

Any solution to the problem must be accomplished at a statewide level. Cumberland County government and several towns began collaborating in 2018, looking for ways that we can work together to mitigate or eliminate the presence of Browntail moths in our communities. As we've approached- and eliminated- each possible avenue one by one, we have landed on funding for research at the University of Maine as the best place to direct our resources.

The groundwork laid on these initiatives and several others have carried over into the Office's work in 2019, inspiring new partnerships and policy proposals that will incorporate the needs of Cumberland County communities.

REGIONAL ASSESSING



Renée LaChapelle Assessing Director

Cumberland County has created a Regional Assessing Program designed to ensure quality, professional assessing services to interested municipalities within the County at a reduced cost. Renée Lachapelle is Director of the Cumberland County Regional Assessing Program, and has taken the Oath of Office as the official Assessor for the towns of Casco, Falmouth, Gorham, and Yarmouth. She is the appointed assessing agent for the town of Baldwin.

This year we added two new employees to our team. Rob Sutherland replaced the vacant appraiser position and comes to us with over four years of assessing experience. Mary Nason replaced Wendy Longley's position as administrative assistant. Mary is a longtime valued employee with the county. The entire assessing staff brings extensive experience in the valuation of vacant land, waterfront, commercial, industrial properties and business personal property. Additionally, the Regional Assessing office staff are supported by existing administrative staff located within each town hall. I am thankful for all of the organizational support and our team's hard work in making this a successful program.

In five of the towns, we manage a combined total of 1,650 personal property accounts and 21,001 real estate accounts. We also processed around 1,800 deed transfers, roughly 1,273 permits and 387 map changes in preparation for the 2018 annual town commitments.

The annual commitment dates, Mil rates and Ratios are as follows:

August 17, 2018	Town of Casco	Mil Rate \$15.40	Assessment Ratio 100%
August 22, 2018	Town of Yarmouth	Mil Rate \$17.80	Assessment Ratio 100%
September 11, 2018	Town of Falmouth	Mil Rate \$16.47	Assessment Ratio 100%
September 17, 2018	Town of Gorham	Mil Rate \$18.20	Assessment Ratio 100%
October 12, 2018	Town of Baldwin	Mil Rate \$15.03	Assessment Ratio 100%

Our office operates in a fast-paced environment with many moving parts in order to successfully service five towns. The regional assessing office hosts each town's Assessing page on the Cumberland County Regional Assessing page. This is where you can find all the forms and town data for each town in our program. Our primary focus is to deliver exceptional assessing services to the towns enrolled in the Regional Assessing Program.

Our office is committed to building a reputable program that offers an alternative option to towns looking to reduce their operating budgets for assessing services.



REGIONAL COMMUNICATIONS



Bill Holmes
CCRCC Director

The Cumberland County Regional Communications Center (CCRCC) is a public safety emergency communications center. We provide both emergency and non-emergency dispatching service for many public safety agencies within Cumberland County and serve as the Public Safety Answering Point (PSAP) for 19 of the 28 communities within the County.

INCREASED CALL VOLUME Contributing in part to the busy year was the closing of the Maine State Police dispatch center in Gray. That closing resulted in thousands of additional 9-1-1 calls coming into the CCRCC that were historically directed to the State Police barracks in Gray. Among many other important developments in 2018, we were very pleased to have the towns of Standish and Sebago partner with us in July for their emergency communications service. To their credit, the staff members of the CCRCC were able to handle the additional 9-1-1 calls and adding two communities to our team without adding additional staff members.

FIRE DEPARTMENT WORKING GROUP

- Creation of specific Active Assailant response plans for each agency.
- Establishment of Memorandum of Understanding for agency-chosen personnel to have access to the Spillman system for dispatch purposes when the agency has stood up its Emergency Operations Center (EOC).
- Development of station assignments for the addition of Standish and Sebago Fire Depts.
- Updates to Second Alarm response plans to ensure all initial and All Hands apparatus is assigned.
- Enhanced procedures for updating box assignments when on-scene situations change or call for an upgraded response.

- Development of process for upgrading an Emergency Fire Dispatch (EFD) determinant code when new information is received prior to dispatching.
- In progress: Updating countywide Strike Team and Task Force documentation.
- In progress: Updating response plans for Lift Assist calls with no injury/medical emergency.

LAW ENFORCEMENT WORKING GROUP

The policy decision was made that law enforcement agencies will be assigned to all fire alarms at schools as many schools have the activation of the alarm as part of their response to law events such as active assailants.

A medical release form was created and vetted by all

A medical release form was created and vetted by all agencies and the county attorney. The form is available to all law enforcement agencies to use as they see fit for persons who have circumstances that warrant some extra knowledge for our first responders to include but not limited to dementia and Alzheimer's.

The group met multiple times to research different software applications available to us to use as notification tools for significant events. The group supported the use of the program called VIGILANCE as the one we would urge each of our agencies to use if they were looking for this kind of a product.

Service Areas

Baldwin | Bridgton | Casco | Chebeague Island | Cumberland | Frye Island | Gorham | Gray | Harpswell | Harrison Long Island | Naples | New Gloucester | North Yarmouth | Pownal | Raymond | Sebago | Standish | Windham



REGIONAL COMMUNICATIONS

TEXT TO 9-1-1

In September 2018, the CCRCC, along with each of the other 9-1-1 centers in Maine, began using technology which allows callers to send text messages to communicate with a 9-1-1 operator. This technology is critical for members of our communities who are deaf or hard of hearing and for citizens in dangerous situations that prevent them from making a voice call.

The 9-1-1 Bureau emphasizes that, although this new technology is very helpful, it should be used ONLY when a person is unable to make a voice call. The text to 9-1-1 calls take a bit longer for a 9-1-1 operator to process.

2018 ACO STATISTICS

TOWN OF INCIDENT	TOTAL INCIDENTS
Baldwin	36
Bridgton	160
Casco	220
Chebeague Island	1
Cumberland	91
Frye Island	9
Gray	286
Gorham	400
Harrison	83
Harpswell	132
Long Island	0
Naples	186
New Gloucester	169
North Yarmouth	5
Pownal	14
Raymond	202
Sebago	0
Standish	172
Windham	215

METRO AUDIT

Supervisor Melinda Fairbrother-Dyer and CCRCC staff member Kim Drown met with the State METRO officials for an annual audit of our METRO records. To their credit, the entire CCRCC staff received a 100% accuracy score for 2018 Metro records.

2018 AGENCY STATISTICS

TOWN OF INCIDENT	TOTAL INCIDENTS
Baldwin Fire	115
Bridgton Police	5,993
Bridgton Fire	403
Casco Fire	738
Chebeague Island Fire	103
Cumberland Police	9,105
Cumberland Fire	964
Sheriff's Office	32,451
Cundy's Harbor Fire	197
Frye Island Fire	40
Gorham Police	14,905
Gorham Fire	2,779
Gray Fire	1,129
Harpswell Neck Fire	325
Harrison Fire	327
Long Island Fire	53
Naples Fire	879
New Gloucester Fire	559
North Yarmouth Fire	358
Orr's Island Fire	281
Raymond Fire	816
Sebago Fire	176
Standish Fire	1,019
Windham Police	16,467
Windham Fire	3,114



REGISTRY OF DEEDS



Nancy Lane Register of Deeds

The Registry of Deeds is a constitutional office governed by the Register of Deeds as prescribed by State Statue. The office is the official recording and filing office for all legal documents affecting real estate. The office of the Registry of Deeds serves the public, We are the custodians of all land records dating back to 1753 and our plan records date as far back as 1828.

The Registry processed 70,828 documents and 554 plans this year. Revenues generated by the Registry of Deeds for 2018 totaled \$16,619,350. From this amount the registry transferred \$12,980,583 to the State, which represents 90% of the transfer tax, CITT, and FPTT tax collected. The County's 10% share of transfer tax, CITT, and FPTT tax was \$1,442,287.

In accordance with Chapter 503, Sec. 1. 33 MRSA §752, the State gave the Registries of Maine authority to collect a \$3.00 surcharge for each document recorded. Our surcharge collections totaled \$167,196.

During 2017, we contracted with our in-house vendor to create new microfilm from Book 1 to Book 6228, the contract continued into 2018, and was just completed in December. These books covered the years 1760 to 1983. During 2017, we were notified by the Registry of Deeds Association that the State Archives had issues with "vinegar syndrome" therefore our original microfilm could be damaged, to create new polyester film would protect our records from this "syndrome". Having the vendor create the product from backup records ensures all corrections made over the years are included in the new film. A second part of the contract was issued for the index books from 1915 to 1983.

The vendor photographed the books and produced microfilm for each. We are awaiting a reply from the State Archives on the delivery process required for the new film. A third project was completed by Kofile Technologies in Essex, Vermont. This project restored our original index books from 1760 to 1915, along with having the index books filmed on new polyester film. The cost of the projects were covered by our surcharge funds for the preservation of the records.

Our Deputy Register, Jessica M Spaulding, completed her first year in the position. Jessica has done a great job moving into her new role within the department. We did have several changes in the department during 2018. We have three new staff members- Lindsay Rowe Scala joined our staff December of 2017; Lynn Rocheville started in April of 2018; and Mandy Reynolds joined us in October 2018. I am pleased to announce that both Jessica M Spaulding and Lindsay Rowe Scala completed the Leadership Academy, and Lynn Rocheville will attend the 2019 session.

We are a small department but we have staff on each of the County Committees, EAC, Wellness, and Safety.

I am proud of our knowledgeable, courteous and friendly staff and commend them for their hard work and dedication to the citizens of Cumberland County.

Access standards, instructions and public deed records by visiting **cumberlandcounty.org/deeds**



REGISTRY OF PROBATE AND PROBATE COURT







Nadeen Daniels Register of Probate

The Office of the Register of Probate finished another year of continued growth in the areas of formal and informal estates, guardianships, conservatorships, name changes and adoptions. The office received 2,525 new filings in 2018 as follows:

Informal Estates	1,484
Formal Estates	101
Minor and adult name changes	327
Guardianships and conservatorships	484
Trust matters	12
Adoptions	117

Additionally, over 300 unsettled cases were continued to 2018 for further processing.

The Office of the Register of Probate also serves as a US Passport Acceptance Facility. In 2018, the office accepted 127 passports.

The Register is responsible for the care and custody of all files, papers and probate dockets belonging to the Probate Office. The Register of Probate decides Informal estate matters. Contested estate matters and those determined to be a formal estate require a hearing before the Judge of Probate.

The Probate Court assists in the legal and social welfare needs of a great many of the families in Cumberland County, and processes approximately 25% of the total probate filings within the State of Maine. The Probate Court determines the legitimacy of Last Wills and Testaments, the the distribution of formal and informal estates, and processes name changes, minor and adult adoptions, minor and adult guardianships, and minor and adult conservatorships.

The Judge of Probate also adjudicates petitions involving a guardianship, conservatorship, name change, or adoption. Probate filings vary widely in their details and duration of process, with formal cases ranging from a fifteen-minute hearing to multiple court appearances by the parties, witnesses or attorneys over a period of a few months to several years.

The probate staff consists of two elected officials, the Judge of Probate and the Register of Probate. The Honorable Joseph R. Mazziotti retired from the position of Judge of Probate on December 31, 2018, after 14 years of dedicated service. The Honorable Paul Aranson assumed office as Judge of Probate in January of 2019. Nadeen Daniels remains the Register of Probate. Kelly Bunch serves as the Deputy Register and manages formal estate matters. Jessica Joseph is the Legal Secretary responsible for coordinating the Judge's schedule and court calendar, and processes all adoption and name change petitions. Probate Clerks Michele Chason, Danielle Fraser and Rebekah Thompson share the voluminous work of processing the filings for informal estates, claims against estates, closing statements, minor and adult guardianship and conservatorship petitions, and respond to the numerous customer requests received daily over the phone and at the counter. The probate clerks systematically manage each step required in all estate, guardianship and conservatorship filings to ensure its accuracy and completion prior to each case's submission to the Register or Judge for action.

Cumberland County Probate Court filings, as well as the filings made in all of Maine's 16 counties, can be viewed at **Maineprobate.net**.



SHERIFF'S OFFICE



Kevin Joyce Sheriff

The Cumberland County Sheriff's Office provides law enforcement services for all towns of Cumberland County on a regular basis that do not have their own municipal law enforcement agency.

The office works hand in hand with the municipal law enforcement, the State Police and the Warden's Service on a regular basis as well as with specialty unit services such as drug enforcement and emergency services. The Sheriff's office is 260 members strong. We have a state-of-the-art incarceration facility and the latest technology in law enforcement support equipment. We are committed to being members of our community and not just a force. Together we make a stronger Cumberland County.

Dear Residents of Cumberland County:

The Cumberland County Sheriff's Office takes great pride in the hard work, outstanding accomplishments and professional services provided by the men and women of this agency.

The Cumberland County Sheriff's Office has continued to battle the Opioid Epidemic, in our communities, in our jail and at the legislature. Unfortunately, the number of accidental overdoses have not decreased and we find our patrol deputies continually responding to them throughout 2018. In the jail, we continue to find ways to keep drugs out of the jail and to provide whatever assistance we can to guide inmates toward recovery upon release from the jail. During the 128th Maine Legislative Session, I spent countless opportunities advocating for some relief for the epidemic as well as educating legislators that jails are not the best method or most efficient place to complete effective drug rehabilitation.

Throughout the year, the Cumberland County Sheriff's Office spent countless hours educating citizens of on-going Fraud Awareness. In April, we held a TRIAD fraud awareness training and luncheon in Harpswell for senior citizens living in the mid-coast area. In November, we did a similar event at Camp Sunshine in Casco, for senior citizens living in the Lakes Region area. In addition to those event, there were several other presentations and radio appearances on how to avoid being scammed which is becoming a chronic problem nationwide and throughout our state.

After two years of navigating the bureaucratic "roadblocks" of the Federal government, the Cumberland County Sheriff's Office finally was able to license five patrol deputies through the Federal Aviation Administration to pilot our two unmanned aerial vehicles (drones). Since going online, the UAV's have been utilized to effectively photograph crash and crime scenes in order to get a "bird's eye" view of the scene.

As Sheriff, I am proud of the hard work, professionalism and reputation for excellence that the employees of the Sheriff's Office have earned. Through the efforts of our dedicated employees and staff, and with the support of our community, we will continue to strive toward excellence.

Lastly, I want to thank you for your continued support of the Cumberland County Sheriff's Office.

Sincerely, **Kevin Joyce Sheriff**



SHERIFF'S OFFICE

TOTAL CALLS FOR SERVICE

There were 32,458 Calls For Service in 2018. This was an increase of 2.2% over 2017.

TRAFFIC STOPS

The Sheriff's Office performed 7,527 traffic stops in 2018.

CRIMINAL INVESTIGATIONS

The Criminal Investigations Division saw a slight caseload increase in 2018, with detectives handling 1,369 cases.

CANINE TEAM

The three Canine teams received 173 calls for service in 2018. The calls included tracking, drug searches in the jail and schools and agency assists. In 2018 the teams participated in 5 community events showing off their skills.

SEBAGO LAKE PATROL

Sebago Lake Patrol work takes place on the water and the shores of the Sebago Lake. The team performed several beach checks, issued several trespass warnings and several unsafe boat operations warnings.

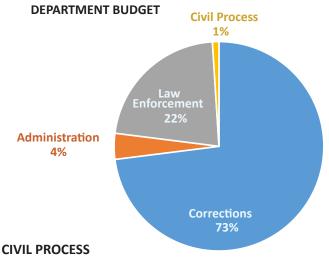
Safety Checks: 91 Registration Checks: 15 Fishing License Checks: 0 Warnings: 33

JAIL POPULATION

- Approximately **7,321 arrestees processed** in 2018.
- Average Daily population is roughly **425 inmates per day**.
- Male to female inmate ratio: 3:1

CAMPUS CREW & REFINEMENT

The crew provided **14,732 hours** of maintenance support for the Sheriff's Office, **saving \$206,248** in labor costs.



Serves a variety of civil papers to include: civil lawsuits, divorce papers, and various landlord/tenant court documents. They received 7,482 documents for service in 2018. The department achieved a 73% service success rate.

SUPPORT SERVICES

The Cumberland County Sheriff's Office organized and/ or attended 50 community events in 2018 all designed to support the needs of our community. Events range from senior awareness programs to youth initiatives to consumer fraud awareness. The Cumberland County Sheriff's Office is made up of community members. We live and work here and understand the importance of helping create a safe and healthy community.

COMMUNITY CORRECTIONS

The Program provided **20,322 hours** of labor to Cumberland County non-profits in 2018, **saving them \$513,814**.



To download the full annual report from the Sheriff -including more jail and law enforcement statistics, and information about training exercises, community programs and the jail, visit **cumberlandso.org**



VIOLENCE INTERVENTION PARTNERSHIP



Faye Luppi Program Director

VIP project goals are to coordinate a community response to domestic violence and sexual assault, hold offenders accountable and enhance victim safety.

The VIP Project Director, Faye Luppi, represents Cumberland County on the New Mainers DV and Sexual Assault Initiative, the Child Advocacy Center, the U.S. Attorney's Project Safe Neighborhoods, and the Maine Commission on Domestic and Sexual Abuse. She also provides consultation to other jurisdictions in Maine and nationally on risk assessment in domestic violence cases.

In 2018, VIP received a three-year Office on Violence Against Women grant for \$447,624. This brings the total received from OVW for this project to \$4,339,364 since 1997.

VIP INITIATIVES

- 1) Strengthen our coordinated legal system response to DV through specialized DV prosecutors, Probation Officer, and Pretrial Case Manager; judicial monitoring, risk assessment tools, training, and the High Risk Response Team. The Pretrial Services DV case manager has supervised 284 offenders in the community in the last year (284 times an average of 90 bed days out per client equals a significant savings for the jail). We also work closely with the DV Unit of the DA's Office, and conduct a monthly review of cases deemed high risk. VIP has also been helping these high risk victims transition to safer situations, funding security deposits, new locks, and utility payments.
- 2) Provide outreach, advocacy and re-entry planning for incarcerated victims of domestic violence in partnership with community agencies. In the last year, the Incarcerated Victim's Advocacy Program at the Cumberland County Jail and the Maine Correctional Center has served 395 victims of abuse (including trafficking victims) with education support groups, case management services, and re-entry services for the women at CCJ.
- 3) Partner with leaders in the refugee and immigrant communities to conduct outreach, including support for language line services and translation of outreach materials. We are active partners with the Immigrant Resource Center of Maine, whose staff provide services to refugee and immigrant victims of domestic violence and sexual assault. The DV grant provided interpretation for 132 victims in thirteen different languages.
- 4) Enhance collaboration with Sexual Assault Response Services of Southern Maine (SARSSM), and provide sexual assault advocacy services to the Latinx Community and systems coordination and advocacy for trafficking

- **victims.** Direct service has been provided to 124 survivors; the SARSSM advocate also coordinates stakeholders working with the Latinx community and the Anti-Trafficking Coalition.
- 5) Provide Enhanced Police Intervention Collaboration (EPIC) services to rural victims to ensure continued support and protection. The EPIC rural advocate has provided advocacy and support services to 133 victims in the last year in rural areas of Cumberland County.
- 6) Strengthen coordinated response using assessment guides to evaluate use of risk assessment system-wide, and survivor workshops to obtain feedback from survivors. We have conducted risk and danger assessments in both the civil and criminal legal systems, using checklists provided by national technical assistance providers to identify gaps in services and best practices. Survivor Workshops for each of our targeted populations were also conducted, providing valuable feedback to improve our coordinated response. 1165 law enforcement officers and criminal justice personnel, physicians, employers, social workers, volunteers, attorneys and others were trained in the last year about domestic violence and sexual assault through VIP. Our most recent trainings include: Investigation of Strangulation Cases, DV Risk Assessment, and Responding to Human Trafficking. Our leadership in implementing risk assessment in DV cases has been recognized nationally as a "promising practice," and "the future for first responders." VIP has developed best practice protocols for our Electronic Monitoring and Victim Notification Pilot Project, and implemented the project under the leadership of the grant-funded Maine Pretrial DV Case Manager. VIP is also working in partnership with Through These Doors on an Abuse in Later Life project.

FACILITIES DEPARTMENT



Bruce TarboxFacilities Director

The Facilities staff of 27 manages and maintains a dozen buildings including a public garage, which total over 410,000 square feet; a fleet of 120 vehicles that travel over 1.2 million miles; storage buildings, acres of parking lots and landscaping. Utilizing a web-based work order control and dispatch system we are able to focus on preventative maintenance while also responding efficiently and effectively to emerging needs at each facility. Some highlights include:

EMA/RCC- Over 600 work orders processed

• Planning out installation of secondary generator to back up the existing generator

FLEET - Over 600 work orders processed

- Obtained and up-fitted 12 new vehicles and upfit/converted an additional 11 vehicles for other departments
- Prepared 11 vehicles for auction
 Upfit Tractor and
 UTV obtained through a federal surplus program for snow removal

JAIL – Over 900 work orders processed

- Continuing to upgrade all pod lights to LED to increase energy efficiency
- Continuation of replacement of camera system and integrated CCC into the Jail camera system
- On-going painting projects throughout the Jail

GARAGE

- Repaired tears in the floor sealant
- New gate and ticket system installed

DEEDS - Over 37 work orders processed

• Added security cameras

CCCH – Over 1,833 work orders processed

- HVAC has been upgraded to include 1st floor hall
- Window replacement project is underway and will be finished in the Spring of 2019
- Caulking of the Stateside portion of the Courthouse
- Continuing to replace interior building lighting with LED lamps via an Efficiency Maine rebate incentives
- ADA upgrades to existing doors



INFORMATION TECHNOLOGY



Aaron Gilpatric
IT Director

The Information Technology Department consists of five staff members who service 400 County employees providing them technical assistance and support. IT operates and maintains 60 physical & virtual servers, 450 personal computers, 92 printers, and over 100 pieces of networking equipment utilized by all County departments. IT also supports County regional consolidation programs' external clients by providing cloud based storage, hosting services, and connectivity.

In 2018, the IT Department worked closely with members of the Facilities Department to dramatically overhaul and upgrade the networking infrastructure at the Cumberland County Jail.

At about 25 years old, this building was in desperate need of upgrades to keep pace with the rapid advancements technology is making. After careful thought and long range planning, new data closets were constructed in key locations, allowing for a more robust network design. New switches and fiber optics were installed, providing higher data throughput for backbone communications. Lastly, new networking cabling was installed throughout the facility, replacing some cabling that had been untouched since the original building's construction, allowing transmission speeds over 100 times faster.

To immediately leverage the new networking capabilities, the IT Department again worked with Facilities to implement a new Voice over IP phone system for the Jail & Sheriff's Office buildings. This new VoIP phone system replaced a PBX phone system that was 15 years old, and long since out of production. Allowing for enhanced features, with less upfront costs, IT staff orchestrated the rollout of over 100 new VoIP phones, the transition of dozens of telephone numbers and extensions, and implementation of new phone features.

In 2018, the IT staff also partnered with the Finance Department staff to roll out a new time and attendance tracking software package that will service all County employees. The new Attendance On Demand program replaces a software package that had been in use since 2001, and lacked many modern features. IT staff worked with individual County departments to train them on the new AOD program, and tailor it to their unique needs. Through the program, County employees can request time off, view benefit balances, and verify hours worked. Implementation of the AOD program will eliminate paper forms, speed up the approval process, and provide a reliable mechanism to transmit hours worked to Finance and payroll staff.

To conclude the year, IT staff replaced over 40 laptops and desktop computers for the District Attorney's office staff. This equipment had reached the end of its five year life expectancy, and was no longer adequate for business operations. Working with DA staff, IT evaluated several replacement options, and which would best suit their needs. Leveraging the County's investment in wireless communications in the Courthouse, portable computers were issued to the lawyers to allow them access to electronic cases and files while inside the courtrooms.



HUMAN RESOURCES



Don Brewer Human Resources Director

The Human Resources (HR) Department plays an important organizational leadership role within County government in areas of personnel management and workforce development, and is responsible for a wide range of services in support of the County's 400 dedicated, talented employees.

With a staff of four, the HR Department strives to implement best practices and efficiencies in managing a variety of programs and services, such as compensation and classification, employee benefits, recruitment and hiring, staff training & development, leaves of absence administration, workers' compensation, personnel policies, labor relations, collective bargaining, state and federal compliance, and wellness program.

Cumberland County hired 51 new employees in 2018. 53 County employees separated from employment.

HIGHLIGHTS

- Provided HR "Bootcamp" training to County supervisory personnel in the areas of FMLA, Workers' Compensation, Extended Medical Leaves of Absence, Military Leaves, Personnel Management, Employment Law Updates, Tips for Supervisors, and Sexual Harassment & Other Forms of Unlawful Harassment.
- Probate staff participated in a successful team building, effective communication, and change management training.
- Amy Jennings, Human Resources Specialist, joined the HR staff in March 2018. Amy was previously employed at the City of South Portland in the HR Department as the Employee Relations Manager.
- The recruitment and hiring process for non-Public Service personnel was revamped, along with the general County application for employment.
- Entered contract negotiations with the Cumberland County Communications Association; the Labor Agreement expired in December.
- The County offered to employees a 401a/457 Deferred Compensation Plan through the ICMA, along with a Roth IRA.
- Cumberland County Government received a dividend check in the amount of \$23,118 from the Maine Municipal Association Workers' Compensation Fund based on the County's favorable loss experience and loss prevention program.
- Dawn Pazmany, Employee Relations Coordinator, received a well-deserved ACE Award, and was the recipient of the County Employee of the Year Award from the Employee Action Committee (EAC) in recognition of her outstanding job performance in 2018.

EMPLOYEES BY DEPARTMENT

172	Sheriff's Office – Jail	13	Executive/Administration	7	Deeds
58	Sheriff's Office – Law Enforcement	11	Sheriff's Office – Administration	6	Assessing
41	Communications	8	Emergency Management	5	IT
30	District Attorney's Office	8	Probate	4	Human Resources
27	Facilities	7	Sheriff's Office – Civil	4	Finance



FINANCE DEPARTMENT



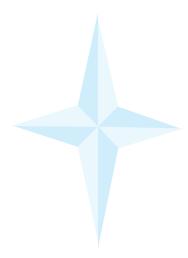
Alex KimballDeputy Manager,
Finance & Admin

The Finance Department maintains all accounting functions for the County, including Payroll, Accounts Receivables and Payables, Cash Management, and assistance with the preparation of the annual budget. The County of Cumberland has received the Certificate of Achievement for Excellence in Financial Reporting (CAFR) every year since 1999, and the Finance Department is responsible for this process.

The department consists of five employees, and is responsible for:

- Weekly payroll for 400+ full-time employees
- Processing and payment of 250-300 Accounts Payable invoices each week
- Banking and Cash Management oversight for over \$50 million in expenses and revenues each year
- Provides guidance and oversight of all borrowing, including bond issuances and Tax Anticipation Notes
- Management of all Accounts Receivable
- Assistance with annual budget process
- Provides direct and indirect assistance with all financial reporting, including grant management, budget tracking, contract pricing, and RFP management

The Finance Department is proud to serve along with the HR and Executive Departments as the support staff that enables all the other county departments to perform their essential services for the residents of Cumberland County.





REGIONAL PARTNERSHIPS



Casco Bay CAN is a regional multi-sector coalition serving eight towns in Cumberland County. CAN focuses its efforts on addressing youth substance use from K-12 to promote positive substance-free development for all youth.

Casco Bay CAN is a regional multi-sector Coalition serving eight towns in Cumberland County. CAN focuses its prevention efforts on addressing youth substance use from K-12 to promote positive substance-free development for all youth. The 12 sectors (schools, law enforcement, businesses, health professionals, parents, youth, faith leaders, etc.) collaborating were successful in their efforts to reduce 30-day use rates in alcohol, prescription drugs and marijuana. The school sector implemented "Life of a Student Athlete" educating youth in sports on staying healthy; law enforcement held two Drug Take Back Events and joined local businesses and youth for "Project Sticker Shock" to increase awareness of consequences in providing youth alcohol; local businesses attended Responsible Beverage Server trainings; the 6th Annual Faith Leaders Forum increased awareness to parishioners; hosted national trainers, Dr. Mark Gold "Advances in Neuroscience Have Changed What We Think About Prevention" and John Underwood "Maximizing Athletic Performance and the Well-Being of Teens" with 204 professionals and community members in attendance; hosted the 6th Annual Youth Panel discussion representing five school districts to provide insight on youth substance use and prevention to all 12 sectors and held a Youth Summit training 24 youth volunteering to address youth substance use in their communities; Social media presence and printed educational resources developed were highly regarded; CAN has 47 active Coalition members and is recognized as a leader in youth substance use prevention throughout the state.







BUDGET OVERVIEW AND HIGHLIGHTS



James H. Gailey County Manager



Alex KimballDeputy Manager,
Finance & Admin

On behalf of the Cumberland County Commissioners, I would like to present the County's 2019 General Fund and Jail budgets.

As this budget document is comprised of two separate budgets on two separate budget years, I feel it is important to document the actions taken by County Staff, the Finance Committee (comprised of town elected officials), and the Cumberland County Commissioners.

In September, I brought forward a request of 4.99% needs from taxes. This was a result of significant scrutiny of the budget and cutting some funding that would have allowed the County to pursue some worthwhile projects/services. In the end, the budget went from 5.93% down to 4.99%, a reduction of \$289,602. I felt it was best to be below 5% as many communities within the County had seen significant valuation increases.

One area of progress in the 2019 budget was the allocation of \$70,000 toward implementation of a limited Human Resource (HR) service, and the exploration of developing a Public Health Department within the County. Both initiatives would interface with communities throughout the County, adding capacity and desired cost-saving services. We have heard from many communities that a high-level HR service would be a welcomed benefit, as many mid and smaller towns do not have a HR professional on staff and have to run their HR questions through a \$200+/hour attorney. Legal bills can add up quickly in order to take care of sensitive HR needs. The County's program would work to mitigate those costs.

Public Health has been a growing need, in not only Cumberland County, but also counties all over the state/nation. With the different public health threats that we see today, a more comprehensive and regional effort needs to be developed. The State of Maine requires communities to have an appointed Public Health Officer, but depending upon the community, this person could range in all types of job classifications and backgrounds. Having a regional entity trained in public health adds capacity and resources benefiting all communities within Cumberland County.

TOTAL BY BUDGET CATEGORY	2018 Adopted	2019 Adopted	\$ Change	% Change
COUNTY GENERAL FUND	\$21,075,324	\$22,031,940	\$956,616	4.52%
JAIL BUDGET	\$18,798,220	\$19,265,593	\$467,373	2.49%
CROSS INSURANCE ARENA	\$ 3,273,750	\$ 3,489,982	\$216,232	6.61%
TOTAL EXPENSES	\$43,098,407	\$44,787,515	\$1,689,108	3.72%
ENTERPRISE FUNDS	\$2,578,711	\$10,244,352	\$7,665,641	12.85%
GRANTS	\$1,984,991	\$1,919,100	(\$65,891)	-3.32%
TOTAL EXPENDITURES	\$47,662,109	\$56,950,967	9,288,858	19.36%



BUDGET OVERVIEW AND HIGHLIGHTS

TOTAL NEEDS FROM TAXES	2018 Adopted	2019 Adopted	\$ Change	% Change
COUNTY GENERAL FUND	\$14,717,281	\$15,525,220	\$ 807,939	5.48%
JAIL BUDGET	\$12,621,594	\$13,126,093	\$ 504,499	4.00%
CROSS INSURANCE ARENA	\$3,273,750	\$ 3,489,982	\$ 216,232	6.61%
TOTAL	\$30,612,625	\$32,141,295	\$1,528,670	4.99%

JAIL FUNDING

Over the last few years, this letter has begun by outlining the issues around State revenue for the jail. This is a large cost center for the County and gets significant attention at budget time. I am happy to report that, though we had some tough decisions with the jail budget, it was a smoother process developing the budget this year due to the commitment of the State Legislature to once again allocate 15.2M to County jails. This allowed the County to keep the State revenue flat, something that has not happened over the last number of years. In addition to the flat funding for 2018/19 (jail budget on fiscal year), the County also received over 300k in revenue to cover shortfalls in the 2017/18 fiscal year. A welcomed revenue. To fill the gap between State revenue and total jail expenses, the County needed to propose a 4% increase in needs from taxes for the jail budget, which abides by State Statute.

JAIL REVENUES	2018 Adopted	2019 Adopted	\$ Change	% Change
STATE OF MAINE	\$3,127,000	\$3,127,000	\$0	0%
FEDERAL BOARDING	\$2,619,418	\$2,265,000	\$5,582	0.21%
COUNTY BOARDING	\$ 219,000	\$ 300,000	\$81,000	36.99%
OTHER REVENUES	\$ 211,208	\$ 87,500	(\$123,708)	-58.57%
TOTAL REVENUES	\$6,176,626	\$6,139,500	(\$37,126)	-0.60%
JAIL EXPENSES	\$18,798,220	\$19,265,593	\$467,373	2.49%
JAIL NEEDS FROM TAXES	\$12,621,594	\$13,126,093	\$504,499	4.00%



BUDGET OVERVIEW AND HIGHLIGHTS

CROSS INSURANCE ARENA

The Cross Insurance Arena, since re-opening after the renovation work in 2011/12, has had a tough go of it due to the Arena loing their anchor tenant, the Portland Pirates, shortly after reopening. Recently, the County has assumed greater day-to-day responsibility and financial oversight through a change to the State Statute governing the Cumberland County Recreation District and its Board of Trustees. As of November 1, 2017, the County assumed the Arena and its assets outright and the Arena became an Enterprise Fund under the County Budget. This has improved the relationship between the Commissioners and Trustees and has put greater emphasis and scrutiny on oversight of operations and the financial health of the Arena. The Arena has been operating within budget for operational costs for the past year, largely due to the ability by Spectra Management to land an American Football League arena football team in 2018 as an anchor for the spring to summer months. The Trustees also successfully negotiated a long-term lease for a new ECHL hockey team to play at the Arena. The Maine Mariners began playing in October of 2018 and will play 36 regularly-scheduled home games at the Arena. The new anchors are a compliment to the various other events the Arena hosts throughout the year.

CROSS INSURANCE ARENA	2017-18 Adopted	2018-19 Adopted	\$ Change	% Change
BONDED PRINCIPLE & INTEREST	\$2,132,500	\$2,208,500	\$ 76,000	3.56%
REVOLVING LINE OF CREDIT	\$ 591,250	\$ 703,738	\$112,488	19.03%
CAPITAL - NON DEBT	\$ 82,860	\$ 107,183	\$ 24,323	29.35%
OPERATIONAL	\$467,140	\$470,561	\$ 3,421	0.73%
TOTAL	\$3,273,750	\$3,489,982	\$216,232	6.61%

HUMAN SERVICES AND GRANTS

During 2018, I raised concerns that the past and current practices of allocating Human Service funding is not sustainable and an appropriate reporting process was not in place assuring accountability of taxpayer funds. In 2018, the Commissioners were willing to team up with the United Way's Thrive2027 Program, allowing the Program to allocate funding the Commissioners approved for each agency as part of the budget process. Staff presented to the Commissioners an opportunity to contribute the entire Human Service funding allocation to Thrive2027 and allow Thrive2027 to allocate the funds through their pre-determined formula focusing on three goals that represent the needs of the County. The Thrive2027 process will bring greater scrutiny to the allocated funds for reporting purposes. The collaboration also merged like interests and consolidated similar functions administered by both parties. The 2019 budget keeps the Human Service funding flat and reduces the Grants by \$15,000, which represents a slight reduction to the University of Maine Extension Service (Cumberland County Soil and Portland Public Library are the other two grant recipients).

HUMAN SERVICES & GRANTS	2017 Adopted	2018 Adopted	\$ Change	% Change
HUMAN SERVICES	\$ 144,603	\$ 112,981	(\$31,622)	-21.88%
GRANTS	\$ 196,598	\$ 184,598	(\$12,000)	- 6.10%
TOTAL	\$ 341,201	\$ 297,579	(\$43,622)	-12.78%



BUDGET OVERVIEW AND HIGHLIGHTS

DEBT/CAPITAL/TAN

The 2019 budget includes additional funding for interest associated with the Tax Anticipation Note (TAN). Because the County is on a different budget year than the majority of our communities, we must take out an annual TAN to cover operational costs until the communities pay their County Warrant. Typically towns pay between August and November each year because they are on a fiscal year, starting in July. The County will be in need of a \$15.5M TAN loan for 2019 expenses. Staff has raised concerns with the Commissioners and Finance Committee about the continuation of TANs, as the costs continue to rise and it is becoming unsustainable. Discussions are on-going concerning the need to change the County budget from a calendar year to a fiscal year. This will better align the County with the towns/cities, improve the County's monthly cash flow and eliminate the administrative and interest costs associated with a TAN. The switch is no easy quick fix, but one that needs a game plan, education to the towns/cities and different alternatives to covering the one-time change. The Commissioners have approved the idea and have instructed staff to roll the change out for the 2021 budget.

DEBT / CAPITAL / TAN	2018 Adopted	2019 Adopted	\$ Change	% Change
BONDED DEBT PRINCIPLE	\$ 665,000	\$ 659,000	\$ (6,000)	-0.90%
BONDED DEBT INTEREST	\$ 181,077	\$ 213,234	\$32,157	17.76%
CAPITAL RESERVE	\$ 364,500	\$ 396,100	\$31,600	8.67%
TAN LOAN	\$ 141,000	\$ 191,000	\$50,000	35.46%
TOTAL	\$1,351,577	\$1,459,334	\$107,757	7.97%

POSITIONS

The 2019 budget brought forth a number of adjustments to the salary and benefit lines of each department. Many of the adjustments are annual routine adjustments to reflect increases in salary of benefit plans. New positions were proposed, which I recommended funding for a July hire in order to spread the full cost of the position over two budget cycles. The Collective Bargaining Agreements for the two jail unions resulted in a change to the MainePers Retirement Plan, allowing a change from the AC Plan to the 2C Plan. The 2019 budget incorporated a 2.5% Cost of Living Adjustment for non-union employees, to match what the Jail and Patrol unions received through their collective bargaining agreements.

The Maine Municipal Health Trust is the County's Health, Life, Dental, Vision and IPP carrier. This year only Health Insurance experienced an increase. The County offers the POS Plan C and the PPO 2500 Plan. The POS Plan C had a 2% increase, while the PPO 2500 Plan saw a 5% increase. The PPO 2500 Plan saw a greater increase due to the Health Trust needing to bridge the rate gap between the various Health Plans the Health Trust offers.

As previously stated, there were a few new positions added to the 2019 budget. The budget also incorporated promotional positions at the Sheriffs Office, which originally were funded in 2018 for six months. The 2019 budget accounts for the remaining six months, funding those positions for a year. Below is a list of positions added to the 2019 budget.

6 months of Patrol Deputy for Shift Coverage (July Hire)

6 months of Maintenance staff at Jail (July Hire)

Sheriffs Office Lt. & Sgt. Promotion

6 months of Admin Sgt. in SO (July Hire)

Sheriff's Office – Administration

Finance staff from 20 hrs. to 40 hrs., shared with HR Contribution of six months (funded six months in 2018)



BUDGET OVERVIEW AND HIGHLIGHTS

CAPITAL NEEDS

In November of 2010, the voters of Cumberland County approved the County's first Charter. One of the results of this historic milestone was increased bonding authority for the County.

The County's Capital Improvement Program (CIP) is made up through the development of Debt and Non-Debt CIP projects. Since the inception of the County Charter, the County has bonded capital projects on a two-year cycle. This year was the off year for bonding capital. Only non-debt capital was incorporated within the budget. The decision process for funding capital items is based off the County's Capital Master Plan completed by the Facilities Department in 2017. Staff uses this Master Plan as the

backbone to the decision-making process for priority of funding.

An additional \$503,283.00 in projects were funded through the County's Non-Debt CIP. The majority of the items below are annual contributions to items that employees use operationally or items that the County needs to continue the preventive maintenance of the County's buildings. Having brought on the Cross Insurance Arena as a stand-alone department, the County now has a greater review and decision-making process concerning capital items at the Arena. The Arena is a large center, needing annual capital attention in order to make it run smoothly and provide an "experience" for visitors. The 2019 Budget includes \$107,183.00 towards capital items.

NON DEBT CIP	PROJECT TITLE	2019	# of YEARS
Emergency Management	HazMat Equipment Replacement	\$20,500.00	10
Information Technology	Technology Upgrades	\$110,000.00	5
Information Technology	Patrol and CID Upgrades	\$20,000.00	5
Law Enforcement	Ballistic Vests	\$10,000.00	5
Law Enforcement	Tactical Vests	\$7,600.00	5
Law Enforcement	Radio Replacement	\$10,000.00	5
Jail	General Jail CIP	\$100,000.00	5-15
Jail	Window replacement	\$50,000.00	20
Jail	Cabinet Replacement	\$20,000.00	15
СССН	Exterior LED Lights	\$25,000.00	10
СССН	Courthouse Workstation Replacement	\$15,000.00	10
EMA/RCC	UPS Upgrade	\$8,000.00	10
Cross Insurance Arena	New POS System- Phase 1	\$49,683.00	10
Cross Insurance Arena	Mobile Digital Video	\$5,000.00	5
Cross Insurance Arena	HOF Lounge	\$10,500.00	10
Cross Insurance Arena	New POS System Phase 2	\$42,000.00	10
NO	N DEBT TOTAL	\$503,283.00	

To view the entire 2018 Cumberland County Budget, visit: cumberlandcounty.org/Budget







AUDIT REPORT - STATEMENT OF NET POSITION

STATEMENT A

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF NET POSITION DECEMBER 31, 2018

	G	overnmental Activities	Ві	usiness-type Activities	Total
ASSETS					
Current assets:					
Cash and cash equivalents	\$	8,593,876	\$	1,346,766	\$ 9,940,642
Accounts receivable (net of allowance for uncollectibles)		1,356,665		263,176	1,619,841
Prepaid items		281,393		13,125	294,518
Inventory		-		43,317	43,317
Interfund balances		(63,938)		63,938	-
Total current assets		10,167,996		1,730,322	11,898,318
Noncurrent assets: Capital assets:					
Land, infrastructure, and other assets not being depreciated		4,917,682		600,000	5,517,682
Buildings and equipment, net of accumulated depreciation		51,500,191		28,772,237	 80,272,428
Total noncurrent assets		56,417,873		29,372,237	85,790,110
TOTAL ASSETS		66,585,869		31,102,559	 97,688,428
DEFERRED OUTFLOWS OF RESOURCES					
Deferred outflows related to OPEB		691,637		-	691,637
Deferred outflows related to pensions		2,265,963		-	2,265,963
TOTAL DEFERRED OUTFLOWS OF RESOURCES		2,957,600		-	2,957,600
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	\$	69,543,469	\$	31,102,559	\$ 100,646,028



AUDIT REPORT - STATEMENT OF NET POSITION

STATEMENT A (CONTINUED) COUNTY OF CUMBERLAND, MAINE

STATEMENT OF NET POSITION DECEMBER 31, 2018

	_	overnmental Activities	В	usiness-type Activities		Total
LIABILITIES						
Current liabilities:						
Accounts payable	\$	1,952,757	\$	283,729	\$	2,236,486
Accrued interest		117,444		-		117,444
Unearned revenue		-		1,009,452		1,009,452
Other liabilities		290,360		341,460		631,820
Current portion of long-term obligations		2,658,889		350,000		3,008,889
Total current liabilities		5,019,450		1,984,641		7,004,091
Noncurrent liabilities:						
Noncurrent portion of long-term obligations:						
Bonds payable		34,335,000		1,790,000		36,125,000
Accrued compensated absences		1,319,666		-		1,319,666
Net OPEB liability		4,338,525		-		4,338,525
Net pension liability		8,176,464		-		8,176,464
Total noncurrent liabilities		48,169,655		1,790,000		49,959,655
TOTAL LIABILITIES		53,189,104		3,774,641		56,963,745
DEFERRED INFLOWS OF RESOURCES						
Deferred revenues		1,727,908		-		1,727,908
Deferred inflows related to OPEB		167,125		-		167,125
Deferred inflows related to pensions		2,149,755		-		2,149,755
TOTAL DEFERRED INFLOWS OF RESOURCES		4,044,788				4,044,788
NET POSITION						
Net investment in capital assets		19,863,873		27,232,237		47,096,110
Restricted for: Capital projects funds		2,702,763		-		2,702,763
Grant programs		116,482		-		116,482
Unrestricted (deficit)		(10,373,541)		95,681		(10,277,860)
TOTAL NET POSITION		12,309,577		27,327,918	_	39,637,495
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES						
AND NET POSITION	\$	69,543,469	\$	31,102,559	\$	100,646,028

See accompanying independent auditors' report and notes to financial statements.



AUDIT REPORT - STATEMENT OF ACTIVITIES

STATEMENT B

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2018

			Program Revenues	S	Net (Expe	Net (Expense) Revenue and Changes in Net Position	Chang	es
Functions/Programs	Expenses	Charges for Services	Operating Grants and Contributions	Capital Grants and Contributions	Governmental Activities	Business-Type Activities		Total
Governmental activities:								
Executive Department	\$ 661,116	· \$	· \$	· \$	\$ (661,116)	· \$	s	(661,116)
Finance	506,729	•	•	•	(506,729)	•		(506,729)
Register of Deeds	978,160	3,399,118	•	•	2,420,958	•		2,420,958
Register of Probate	601,517	595,120	•	•	(6,397)	•		(6,397)
Emergency Management	660,507	•	305,739	•	(354,768)	•		(354,768)
Sheriff - County Services	10,929,064	2,386,562	1,968,593	•	(6,573,909)	•		(6,573,909)
Jail	20,603,229	3,149,535	3,285,335	•	(14,168,359)	•	Ξ	(14, 168, 359)
District Attorney	1,892,777	•	177,800	•	(1,714,977)	•		(1,714,977)
Human Resources	445,795	•	•	•	(445,795)	•		(445,795)
Facilities	2,314,555	•	•	•	(2,314,555)	•		(2,314,555)
Management System	991,479	•	•	•	(991,479)	•		(991,479)
Agency Grants	184,600	•	•	•	(184,600)	•		(184,600)
Parking Garage	218,095	600,001	15,631	•	397,537	•		397,537
Communications	3,266,289	•	1,311,867	•	(1,954,422)	•		(1,954,422)
Civic Center Debt Allocation	1,937,481	•	•	•	(1,937,481)	•		(1,937,481)
Other	(944,109)	790,216	198,148	•	1,932,473	•		1,932,473
Unallocated Depreciation Expense (Note 4)*	310,816	•	•	•	(310,816)	•		(310,816)
Interest on Long-term Debt	253,581	•	•	•	(253,581)	•		(253,581)
Total governmental activities	45,811,681	10,920,552	7,263,113		(27,628,016)	1	(2	(27,628,016)
Business-type activities: Cross Insurance Arena Total business-type activities	10,897,508	8,367,779				(2,529,729)		(2,529,729)
Total government	\$ 56,709,189	\$ 19,288,331	\$ 7,263,113	·	(27,628,016)	(2,529,729)	(3	(30,157,745)

^{*}This amount excludes the depreciation that is included in the direct expenses of the various programs.



AUDIT REPORT - STATEMENT OF ACTIVITIES

STATEMENT B (CONTINUED) COUNTY OF CUMBERLAND, MAINE

STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2018

	 vernmental Activities	isiness-type Activities		Total
Changes in net position:				
Net (expense) revenue	 (27,628,016)	 (2,529,729)		(30,157,745)
General revenues and transfers: Taxes:				
Property taxes, levied for general purposes	30,681,067	-		30,681,067
Miscellaneous	419,775	2,499		422,274
Transfers	 (968,913)	968,913	_	
Total general revenues and transfers	30,131,929	971,412		31,103,341
Change in net position	2,503,913	(1,558,317)		945,596
NET POSITION - JANUARY 1, RESTATED	9,805,664	28,886,235		38,691,899
NET POSITION - DECEMBER 31	\$ 12,309,577	\$ 27,327,918	\$	39,637,495

See accompanying independent auditors' report and notes to financial statements.



AUDIT REPORT - STATEMENT OF FUNDS

STATEMENT E

COUNTY OF CUMBERLAND, MAINE

STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES - GOVERNMENTAL FUNDS FOR THE YEAR ENDED DECEMBER 31, 2018

	General	Capital Improvements	2016 CIP Bond Fund	Jail Fund	BOC/Jail CIP Fund	2018 CIP Bond Fund	Other Governmental Funds	Total Governmental Funds
REVENUES Taxee	\$ 17 623 416	ď	¥	\$ 13.057.651	¥	er er	¥	\$ 30 681 067
Intergovernmental Revenues		· '	198,148		· '	· '	1,968,593	
Charges for Services	4,894,586	'	1	3,149,535	•	•	2,876,431	10,920,552
Miscellaneous Revenues	19,850	1,275	75,144	39,183	'		284,323	419,775
IOIAL KEVENUES	24,348,889	1,275	273,292	19,531,704		'	5,129,347	49,284,507
EXPENDITURES								
Current:								
Executive Department	600,109	•	•	•	•	•	•	660,109
Finance	506,729	•	•	•	•	•	•	506,729
Register of Deeds	652,835	•	•	•	•	•	318,715	971,550
Register of Probate	601,517	•	•	•	•	•	•	601,517
Emergency Management	594,749	•	•	•	•	•	65,758	660,507
Sheriff - County Services	6,979,549	•	•	•	•	•	3,351,250	10,330,799
Jail	•	•	•	19,874,013	•	•	•	19,874,013
District Attorney	1,890,813	•	•	•	•	•	•	1,890,813
Human Resources	445,795	•	•	•	•	•	•	445,795
Facilities	2,294,781	•	•	•	•	•	•	2,294,781
Management System	954,985	•	•	•	•	•	•	954,985
Agency Grants	184,600	•	•	•	•	•	•	184,600
Parking Garage	89,733	•	•	•	•	•	•	89,733
Communications	3,104,502	•	•	•	•	•	•	3,104,502
Civic Center Debt Allocation	2,199,686	•	•	•	•	•	•	2,199,686
Other	150,549	•	•	•	•	•	1,096,977	1,247,526
Debt Service:								
Principal	806,194	•	•	•	•	850,000	•	1,656,194
Interest	245,405	•	•	•	•	•	•	245,405
Capital Expenditures	•	195,073	1,213,096	•	153,930	1,032,901	516,019	3,111,019
TOTAL EXPENDITURES	22,362,531	195,073	1,213,096	19,874,013	153,930	1,882,901	5,348,719	51,030,263
EXCESS OF REVENUES OVER (UNDER) EXPENDITURES	1,986,358	(193,798)	(939,804)	(342,309)	(153,930)	(1,882,901)	(219,372)	(1,745,756)
OTHER FINANCING SOURCES (USES)								
Bond Proceeds	•	•	•	•	•	3,330,967	•	3,330,967
Transfers In	1 6	130,500	•	•	185,000	•	300,000	615,500
Transfers (Out)	(1,584,413)	'	•	•	•	'	•	(1,584,413)
TOTAL OTHER FINANCING SOURCES (USES)	(1,584,413)	130,500	'	'	185,000	3,330,967	300,000	2,362,054
NET CHANGE IN FUND BALANCES (DEFICITS)	401,945	(63,298)	(939,804)	(342,309)	31,070	1,448,066	80,628	616,298
FUND BALANCES (DEFICITS) - JANUARY 1, RESTATED	2,571,963	325,962	939,804	(797,438)	728,954		1,811,428	5,580,673
FUND BALANCES (DEFICITS) - DECEMBER 31	\$ 2,973,908	\$ 262,664	· •	\$ (1,139,747)	\$ 760,024	\$ 1,448,066	\$ 1,892,056	\$ 6,196,971

See accompanying independent auditors' report and notes to financial statements.

